How to Share "Bad" Ratings or Handle Disagreements on Results

The best way to manage sharing less than favorable engagement results or managing disagreements regarding the data is to ask questions to determine what your workgroup is thinking and allow for diverse opinions to be shared. This approach not only increases engagement, but it allows others in the workgroup to present opposing opinions to dissenters. The manager can then continue to focus on facilitating resolution rather than becoming a target of dissention. Of course, there are times when it is essential for managers to take a stand on emotionally charged engagement issues. This should come after they feel they have exhausted all other processes.

Here are questions you can use in different situations:

To gain better understanding of the results:

1. How were you interpreting the questions when you initially took the survey?
2. What surprises you about the results?
3. What are we doing right to get the high ratings we have received?
4. Ratings aside, how do we behave in this engagement area? What would you like to see us do differently?

To gather different opinions or allow others to answer dissenters:

1. Does anyone have a different perspective?
2. What else could be happening to influence these results?

To identify what is important to the workgroup:

1. For us to increase engagement in our workgroup, what can we do to regularly address engagement?
2. What would you like to see us do differently on our lowest rated questions?
3. Where would we like to see improvement in our engagement behavior before our next engagement survey?
4. Where can we improve our own engagement behavior so that it has a positive and measurable impact on the customer? On other workgroups in our organization?
5. How important is this to you?

To focus on problem solving:

1. What can we borrow from other parts of our organization that have helped them in areas where we need to improve?
2. What areas of strength can we leverage for our workgroup and other parts of our organization?
3. What would improvement look like?
4. What benefit would we receive from this?